

Lean Six Sigma (LSS) Overview

MCBEO Mission/Vision

MCBEO Mission:

Enterprise Excellence

The mission of the MCBE Office is to improve Marine Corps business practices and processes in support of the warfighter by providing support services, information, and training.

MCBEO Vision:

Recognized leader of business improvement results.

LSS Mission:

The mission of Lean Six Sigma deployment within the Marine Corps Business Enterprise is to provide a framework for achieving the MCBEO's mission.

LSS Overview



SECNAV and CNO have jointly established the need to use Lean tools in furthering the goals and objectives of the Navy. ASN (RD&A) has set forth policy requiring each program to conduct Lean Six Sigma events

- OSD Lean Report

2004

Lean

Reduces Steps in a Process
Using Kaizen and Toyota
Proven Methodologies



Six Sigma

Reduces Variation in a
Process and Improves Quality
using DMAIC (Define,
Measure, Analyze, Improve,
Control) Methodology

LSS Examples

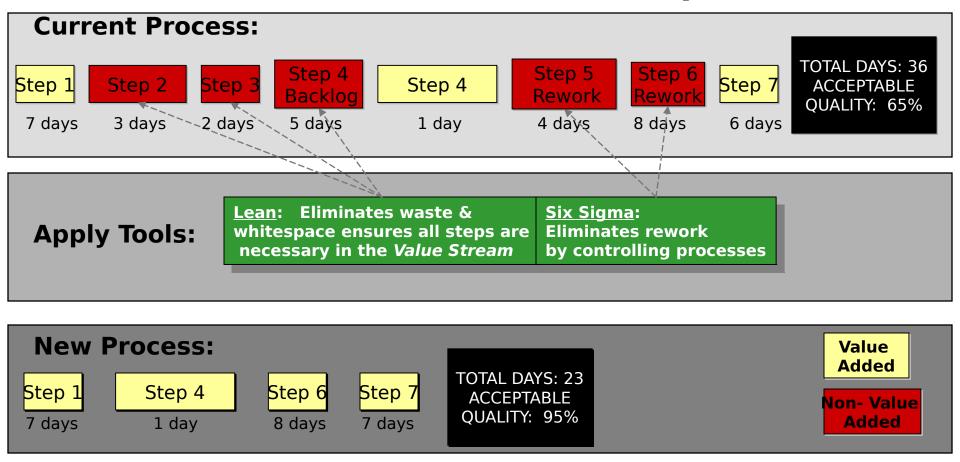


Organization	Improvements
NAVAIR	NAVAIR Depot North Island Component:
	•Improved average component <u>turn-around time from 50 days to less</u> <u>than 3 days</u> , a 30% reduction (in 3 months)
	• <u>Reduced G-Condition (Material Delay Status) components</u> from 2105 to 501, a 76% reduction (in 15 months)
NAVSEA	Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility:
	Waste disposal cost reduction of 78%
	•Annual waste disposal cost avoidance of \$330K
Office of Naval Research	F/A-18 E/F Engine Fuel Display (EFD)
	• Reduced EFD unit price by 48% in a 15 month program
	•Improved Mean Time Between Failures from 7,500 hours to 10,000 hours
	• <u>Increased factory capacity</u> without building through waste elimination by 30%
Marine Corps Maintenance Center, Albany - Application of TOC and Lean to Maintenance Process	•MK48 repair cycle time reduced from an average of 167 days to an average of 58 days
	•LAV-25, <u>reduced average repair cycle time from 212 days to 119 days</u> . All other products have shown similar reductions
	• Cost to repair products has been reduced up to 25 - 30 % in real, inflation adjusted dollars, reflected mainly in reduced overtime

Adopting Enterprise Excellence



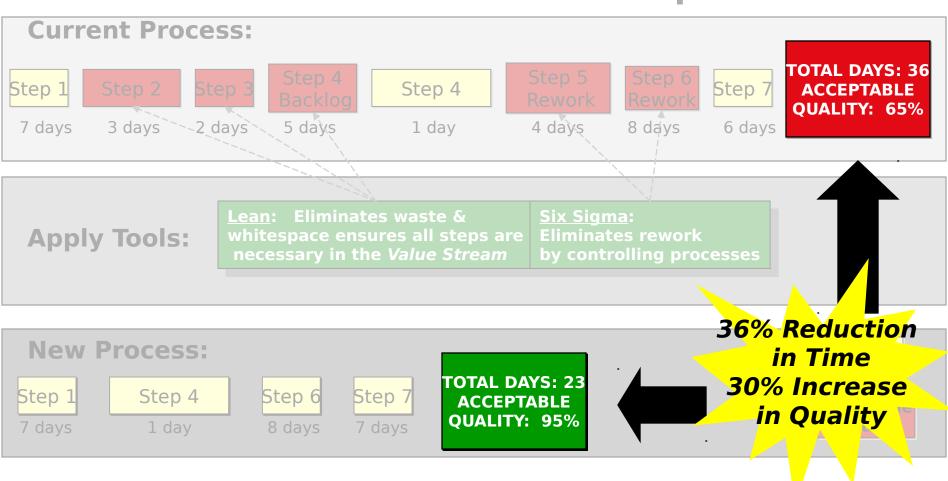
Within the Marine Corps



Adopting Enterprise Excellence



Within the Marine Corps



MCBE LSS Structure





MCBE LSS Plan



Preliminary Plan:

- Train Core Team First
- Develop Broader Implementation Plan for Training Throughout Marine Corps
- Over Next Three Years Build Knowledge Throughout MCBE Organization for Common Approach to Process Improvement
- LSS Projects Last No Longer than 4-6 Months
- LSS Events Last No Longer Than a Few Weeks

Levels of Training:

- Executive Champions
- Deployment Champion
- Project Sponsor
- Project Team Member
- Master Black Belt
- Black Belt
- Green Belt



BACKUP

LSS Principles



Lean

- "Focuses on maximizing process velocity
- Provides tools for analyzing process flow and delay times at each activity in a process
- •Centers on the separation of "value-added" from "non-valueadded" work with tools to eliminate the root causes of nonvalue-add activities and their cost
- Provides a means for quantifying and eliminating the cost of complexity"

- "Emphasizes the need to recognize opportunities and eliminates defects as defined by customers
- Recognizes that variation hinders our ability to reliably deliver highquality services
- •Requires data-driven decisions and incorporates a comprehensive set of quality tools under a powerful framework for effective problem solving
- Provides a highly prescriptive cultural infrastructure effective in obtaining sustainable results
- When implemented correctly, promises and delivers \$500,00+ of improved operating profit per Black

Taken from: Lean Six Signia for Service ting profit per Black Michael L. Geologi, per 3 year"